

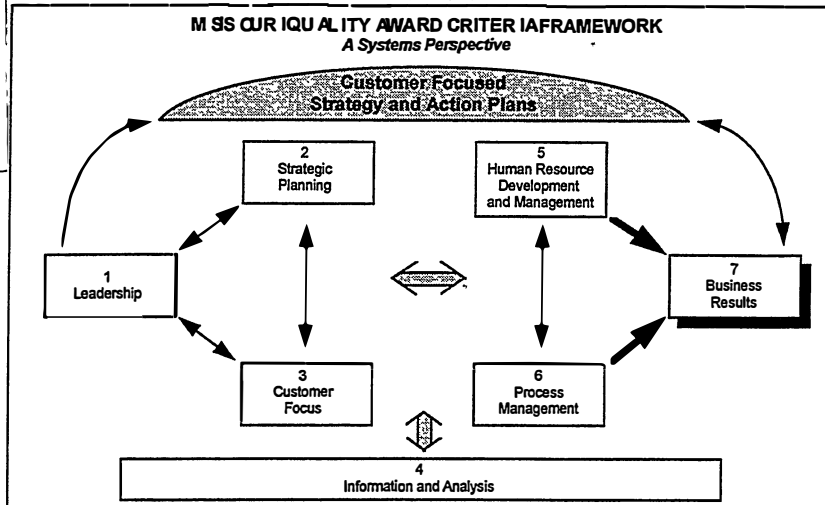
# COMAP REPORT

MISSOURI The Governor's Commission on Management and Productivity

Web site: <http://www.state.mo.us/comap/index.htm>

March 26, 1997

## DEPOSITORY DOCUMENT.



The COMAP initiatives fall within a results-oriented framework. These are all components of a framework for effective organizations.

- **Leadership's<sup>(1)</sup>** personal role in planning, communications, review of performance, and employee recognition sets direction for the organization. Governor Carnahan and his Cabinet have shown this leadership in implementing the COMAP initiatives.

- **Strategic Planning<sup>(2)</sup>** anticipates changes and develops plans, strategies and resource allocations needed to reflect these commitments and changes. The Interagency Planning Council is committed to promoting a planning process.
- **Customer-Driven<sup>(3)</sup>** quality addresses both the product and service characteristics that meet basic customer requirements. The Office of Excellence in Customer Service is leading the way in showing state government how to implement this concept.
- **Information and Analysis<sup>(4)</sup>** is critical to a fact-based system for improving performance. The Chief Information Officer is coordinating state activities for automation needs.
- **Human Resources Development and Management<sup>(5)</sup>** recognizes that an organization's success depends increasingly on the knowledge, skills and motivation of its work force. The Task Force on Total Compensation is dealing with a multitude of workforce issues in state government.
- **Process Management<sup>(6)</sup>** is being addressed in an ongoing manner by the Council on Efficient Operations. A multitude of internal efficiency projects are being pursued.
- **Results<sup>(7)</sup>** should be guided by and balanced by the interests of all stakeholders--customers, employees, the public, suppliers, taxpayers, and the communities. A balanced set of performance measures offers an effective means to communicate short and longer term priorities, to monitor actual performance, and to marshal support for improving results.

**Governor Carnahan**, on February 28, gave guidance to state agencies on specific results that are important to the citizens of the state. In his words,

"...I will seek your help in developing a statewide strategic plan to achieve these results. This plan will include two components: departmental plans based upon all the results toward which I expect state agencies to work; and detailed inter-departmental action plans based upon my top priorities among these results."

## **Automation**

### ***Office of Information Technology***

The Information Technology strategic plan for the state is available on the Internet, along with the associated tactical plan, and progress reports. A statewide microcomputer and training contract is available.

Local talent is being recruited through the media for computer programming positions. A coalition of state government, local major employers and local higher education facilities are working together on recruitment. A consolidated budget decision item for Year 2000 conversion was coordinated by the CIO and has been recommended by the Governor.

### ***Data Center Consolidation***

The Office of Administration and the Department of Social Services successfully consolidated their mainframe data centers in November. The Department of Labor and Industrial Relations merged their mainframe processing with the Highway Patrol in January. The Highway Patrol's data center will be consolidated with the Office of Administration in July, with the Department of Transportation following in November. A single mainframe data center will result.

### ***Data Network Consolidation***

A long range network study was contracted to Southwestern Bell and began in January. This network plan includes state government business as well as a linkage to state schools (elementary, secondary, and higher education). Projected completion is June, 1997.

## **Efficient Operations**

### ***Merit System Improvements***

There are ongoing changes to the merit system as a result of the 1996 legislation. The Division of Personnel and an interagency classification

group is developing a plan for the implementation of a broadbanding system, with the plan to be proposed to the Personnel Advisory Board by July 1.

### ***Council on Efficient Operations***

Thirty efficiency opportunities have been identified for further study by the Council. Projects in process deal with administrative rules, employee suggestion systems, field equipment sharing, procurement cards, shared government offices & facilities, state travel, statewide delivery systems, supply acquisition and distribution, vehicle management & maintenance, and vendor checks. Nearly \$500,000 annual savings has been identified by changing the delivery methods for overnight packages.

Quarterly progress reports, the CEO's annual report, and other related materials are available through the COMAP office, and also through the Internet at: <http://services.state.mo.us/ltgov/ceo/ceo.htm>.

## **Fiscal Policy**

### ***Statewide Safety Program***

A presentation was made to the Governor's Cabinet on January 9 which consisted of a summary of the state's safety assessment, a proposed plan for increasing state employee safety, and the associated savings of the plan. The next step is to develop an individualized safety implementation plan for each department.

### ***Financing Policy***

A draft of a Financing Policy for the state has been completed by a financial advisor. It will be reviewed in early February by state officials, with the final recommendation and report being complete by the end of February.



**"Achieving good performance is a journey, not a destination." *Putting the One Minute Manager to Work*, Blanchard & Lorber**

## **Management Improvement and Customer Service**

### ***Service Quality Improvement***

Eleven departments have begun their customer focus pilot projects. The Department of Revenue has completed their Failure to Appear in Court system which has reduced the amount of time it takes to reinstate a license after a fine has been paid, from almost a week to an average of 14 minutes. This change has made not only Missouri citizens happy but also fee and branch office personnel. The courts are well satisfied with the system also.

### ***New Employee Orientation***

The Division of Personnel is now offering a new employee orientation class to all state employees. It covers the organization of state government, and the services provided to the citizen, to give employees a better understanding of the state organization. Other trainers in the state are being certified by the Division of Personnel, so that more employees will be able to attend the class and statewide issues can be integrated with existing departmental programs.

## **Organizational Planning**

### ***Strategic Planning***

All departments submitted their strategic plans to the Governor's Office in August of 1996. Any revisions were incorporated into budget submissions in October of 1996. Additional revisions to the model and guidelines have been made, and agencies are involved in their second year of strategic planning. On February 28, Governor Carnahan expressed his appreciation for the hard work of the Planning Council in the development of departments' strategic plans. The Governor also relayed initial statewide objectives for agency collaboration. Governor Carnahan stated "To achieve these priority results, I am calling for a process which will measure where we are as a state in these areas

by July 1 of this year and, by October 1, develop detailed action plans for improving our performance in these areas."

## **Workforce**

### ***Total Compensation Policy***

A pay, benefits, and total compensation policy have been approved by the Task Force on Total Compensation. A flexible benefit program that includes eye care and dental packages has been proposed to the legislature to be effective in January of 1998. Legislation proposing changes to state employee holidays has been introduced in the House and Senate. Uniform policies across executive branch departments have been drafted for tuition reimbursement and professional dues. The Task Force is supporting legislation by MOSERS to correct the inequity among survivor benefits between state retirement plans, and also supporting legislation to change the current 65% cost of living adjustment cap for MOSERS and HEHPRS retirement plans. The Task Force is reviewing all budget items related to pay and benefits submitted by executive branch agencies. An annual report to the Governor is available with all the Total Compensation Task Force activities.

### ***Diversity***

Statewide diversity training is in progress. The departmental schedule is on the Internet, under the Office of Administration home page. There will be an internship program again this summer, coordinated by the recruiter in the Office of Equal Opportunity. A state compliance officer was hired to help agencies with minority and female procurement issues. An annual report will be issued in March that will outline state agency progress, as well as provide information on how to institute an effective diversity program.

**COMMISSION ON MANAGEMENT  
AND PRODUCTIVITY (COMAP)**

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TO:



**Why Do Strategic Planning?**

- It allows leaders to set the future direction;
- It helps focus resources on critical issues facing the state;
- It makes government more responsive to the citizens;
- It will improve the performance of government by focusing on outcomes rather than outputs;
- It provides a forum for communication between service providers and their constituents;
- It establishes a means for interagency cooperation and coordination of effort.

The COMAP REPORT is a publication to keep state government employees and citizens informed. We welcome your comments on how this newsletter can better serve you, our customer. Please contact the COMAP office with your suggestions: Carolyn Kampeter, Project Director, COMAP, 350 Truman Building, P.O. Box 809, Jefferson City, MO 65102, Phone: 573-751-8639 Fax: 573-751-7181